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FEDERAL AVIATION ADMINISTRATION
FLIGHT PLAN 2005–2009

Executive Summary

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X MARKS THE SPOT: SpaceShipOne wins the $10 million Ansari X-Prize for the advent of privately funded passanger travel into space. October 4, 2004, roughly 101 years after the Wright Brothers took to the sky. Photograph by David Balloff

We're making good on a promise to America

Moving America Safely

OUR MISSION
To provide the safest, most efficient aerospace system in the world.

OUR VISION
To improve continuously the safety and efficiency of aviation, while being responsive to our customers and accountable to the public.

OUR VALUES
Safety is our passion. We are world leaders in aerospace safety.

Quality is our trademark. We serve our country, our customers, and each other.

Integrity is our character. We do the right thing, even if no one is looking.

People are our strength. We treat each other as we want to be treated.

Who Are We?

FAA employees maintain, operate, and oversee the largest and most complex aviation system in the world, with a safety record that is second to none. We not only set the regulatory and operational standards for the United States, we effectively set the bar for aviation safety around the world—and have for almost a half-century.

After September 11, 2001, the government's security efforts were consolidated into the Department of Homeland Security—including many of the components of aviation security. Nevertheless, the FAA continues to play an important supporting role in securing the safety of the flying public.

As we enter the 21st Century, aviation finds itself facing the prospects of terrorism, structural change, and a fluctuating global economy. We will work with our aviation partners to ensure that aviation thrives in a growing world economy. To get there, we need to be performance-based and value-driven. We will know our customers and meet their diverse, changing needs as never before.

The FAA continues to be at a crossroads. We are confronted with the challenges of reducing an already low commercial accident rate, building an air traffic control system capable of efficiently meeting future demand, and modernizing our own organization.

EXECUTIVE SUMMARY

The update to this year's edition of the Flight Plan is available in two versions. This is the Executive Summary. The full Flight Plan is available online at *www.faa.gov.*

The Federal Aviation Administration runs the largest and most complex aviation system the world has ever known. It's the safest it's ever been. That's because we are delivering on a promise. In a drive to become a performance-based organization that makes decisions based on hard data, the men and women of the FAA set a series of goals last year. This is our report card. Although we've made progress, it's not perfect. Even with the best safety record in aviation history, the FAA still sets the bar even higher. These are the steps we're taking to get there.

The Flight Plan is a multi-year strategic effort, setting a course for the FAA through 2009. Our mission is to provide the safest and most efficient air transportation system in the world. Accordingly, we will accomplish this by being responsive to our customers. We've made significant progress. The past year has been one of success in each of the four goal areas of the Flight Plan. Here's an overview:

Increased Safety

The fatal accident rate for commercial aviation is the lowest its been in aviation history. Over the past three years, there have been only .021 fatal accidents per hundred thousand takeoffs—the equivalent of one fatal accident per five million flights. General aviation accidents are down markedly as well, especially in Alaska, where small planes navigate the bitter weather and mountainous terrain. Serious runway incursions—instances where a plane comes too close to another plane or vehicle—also are down. There were no accidents, fatalities, or injuries in Commercial Space Transportation. However, we missed our target for operational errors, which are mistakes made when directing aircraft. We are taking immediate steps to improve our performance this year.

Greater Capacity

While we did not meet our target for the on-time arrival rate and failed to achieve our target for airport arrival capacity in eight major metropolitan areas, we made progress by adding new runways, which have the greatest impact on increasing capacity over the long haul. The FAA commissioned runways at Houston and Orlando airports. We also held the first-ever conference of its kind, "Growth Without Gridlock," where we launched new traffic flow procedures and agreed to a collaborative approach with the airlines to reduce delays. Every morning, pilots, controllers, and the airlines each participate in joint discussions to devise strategies that will help traffic flow more smoothly. As a result of authority given to the agency in its reauthorization legislation, the FAA worked with the airlines to cut back on schedules at Chicago's O'Hare International Airport, a traditional bottleneck that choked the system and caused a ripple of delays from coast to coast. When it comes to delays, though, there are a number of factors that impact our performance. Severe weather is one of them.

International Leadership

As a world leader in aviation, the FAA has a responsibility to promote the highest safety standards around the globe. This past year, we signed safety agreements with Brazil, Singapore, and Iceland. Because of FAA technical assistance and training initiatives, Panama, Poland, Portugal, and Cape Verde met international safety standards. We are rebuilding the aviation infrastructure in Iraq and Afghanistan, while continuing to invest in Safe Skies for Africa. We also promoted the creation of regional aviation safety organizations to maximize the use of limited resources in developing countries. While we attained our goals, we need to do a better job focusing our efforts on key U.S. safety interests.

Organizational Excellence

The agency's 50,000 employees continue to distinguish themselves as government leaders in performance and ability. The FAA has made progress in becoming a more performance-based operation. Approximately 75 percent of the FAA's workforce operates under a performance pay system. For the first time, the FAA kept its major acquisition programs on schedule and within cost targets. We implemented new cost accounting and spending control systems, which will provide better budget information and enable more informed investment decisions. However, these new systems pose significant challenges, particularly with regard to training our employees in the use of DELPHI, the automated financial management system, and a companion acquisition management system called PRISM. We will continue to work to implement these systems. The FAA is also consolidating and streamlining accounting departments across the country, eliminating duplicate efforts and saving

The New Air Traffic Organization

The biggest step toward becoming a customer-focused, cost-driven organization came with the reorganization of the FAA's 38,000-member air traffic services workforce. The first task was to make the organization more efficient and to shape the services around customer needs. The new organization also developed a far-reaching set of performance metrics, giving it the ability to assess progress against hard data. To be sure, challenges remain. The primary focus of the organization still sits squarely on safety, but the new unit must also increase capacity while minimizing delays. This involves the development of technology and the mammoth task of integrating the new equipment into the system. New budgetary procedures enable the ATO to create a stronger link between the agency's operating budget and capital expenses. They're working to deliver to the taxpayer a service that is both safe and affordable.

A Plan for Aviation's Future

In *Vision 100,* Congress called for the creation of a national plan for aviation. Together with NASA and the Departments of Defense, Commerce, Homeland Security, Transportation, and the Office of Science and Technology Policy, we are developing a comprehensive roadmap for aviation over the next two decades. It's not an easy task, considering that aviation is changing rapidly. The advent of micro-jets, unmanned aerial vehicles (UAV's), manned commercial space launches, and an ever-increasing demand on the system, dictate the need for a unified approach and a transformed system.

money in the process. We need to increase training of our employees across the board: executives, managers, supervisors, and front-line employees. There are many other areas that need improvement, including internal communications, conflict management, and human resource services.

THE FLIGHT PLAN: HOW WE GOT HERE

The Flight Plan is a first at the FAA. This strategic plan is tied directly to agency funding and will be updated each year. It was developed in concert with our employees and our customers. Pilots, controllers, airlines, manufacturers, and aviation industry groups each had the opportunity to review the plan. They suggested revisions and met with us to discuss their ideas. Early in the process, we asked all 50,000 employees to give us their comments and suggestions. We received more than a thousand comments.

As the draft plan neared completion, the agency took steps to ensure that the proposed actions were actually doable. Each of the initiatives was priced and each FAA organization created its own business plan, linked directly to the Flight Plan. Our targets are driven by metrics, and we post our progress report each quarter at *www.faa.gov*. The focus on the plan is spurred by the link between the goals and employee bonuses. The Flight Plan hinges on performance, and a full incentive payout requires employees to meet at least 90 percent of the Flight Plan goals.

Congress provided a big boost to the Flight Plan with the passage of *Vision 100,* the agency's four-year reauthorization. With the assistance of the Secretary of Transportation, Norman Y. Mineta, the bill became law and contained several key provisions. For example, we received authority to work collaboratively

with the airlines to reduce delays at the nation's most congested airports. Without diminishing the importance of our natural resources or the public's right to voice its concerns and opinions, we were granted a streamlined environmental process that could be used to expedite capacity projects by improving interagency coordination.

WHERE WE ARE GOING

After operating under the Flight Plan for a year, we learned that we needed to make changes to the plan. Because it is a dynamic plan, it must be revised annually to meet new challenges as they arise. For example, we reworked many of our international goals because we needed more specific performance targets. We are now taking a more strategic approach, focusing our resources and energies on those developing regions where we can gain the most benefits. In addition, it turned out that some targets and initiatives weren't ambitious enough. In one case, we achieved our 2008 target four years early. Likewise, some of the capacity targets were too closely dependent on the weather. Regardless of the air traffic control procedures put in place to address weather, hurricanes, severe thunderstorms, and snow can bring the system to a halt. We adjusted that goal accordingly. We also modified our airport capacity measures to include both arrivals and departures. For operational availability, we factored out time attributed to airport improvement projects. Other objectives, such as reducing cabin injuries caused by turbulence, are now located within the business plans of indi-vidual FAA organizations. While turbulence still remains a focus, the infrequency of accidents related to turbulence in the air caused us to move this objective to the Regulation and Certification Office's business plan. In addition, many of the performance targets were revamped to make them more easily understandable to the taxpayer.

Preparing for the Future

Faced with an annual price tag of $500 million, the taxpayer can no longer afford the cost of operating 58 automated flight service stations. Many of the facilities need repair and new technology.

At the urging of the Department of Transportation's (DOT) Inspector General, the FAA initiated a competitive sourcing effort designed to ensure that the government wasn't spending too much for these services. Flight service stations do not control live traffic; they provide important weather briefings and flight planning services to general aviation pilots. Each contact with a pilot costs the taxpayer an average of $25.

General aviation supports the FAA's revenues with a federal fuel tax. According to the Aircraft Owners and Pilots Association, the total tax collected on the type of fuel burned by most general aviation pilots is $60 million a year—hardly enough to offset the annual cost to operate and upgrade these stations.

The competitive sourcing process—also known as "A-76"—will determine whether the taxpayer is better served by the government or the private sector doing the work. The FAA is committed to providing the support needed to help our employees through this transition, no matter what the outcome.

FAA Goals in a Nutshell

Increased Safety
Safety is not only a top public-interest priority; it is also an economic necessity. People fly only if they feel safe. They must trust the system and their trust must be upheld.

Greater Capacity
Increasing capacity is a double-edged sword. Air traffic is increasing rapidly, but growth must not interfere with the passengers' abilities to reach their destination on time. And this must not be done at the expense of the environment.

International Leadership
Aviation across the globe is a 1.4 trillion dollar business. Given our expertise in operating the world's largest and most complex system, it's clear that in the aviation industry, safety is our most vital national export. We will enhance America's leadership role by sharing expertise and new technologies with our international partners. We aim to raise the level of safety everywhere planes fly.

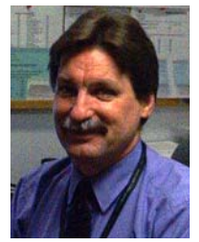
Organizational Excellence
The men and women of the FAA are committed to achieving these goals. To do so, the FAA must be a world-class organization. This requires greater fiscal responsibility, stronger leadership, more cooperation, improved customer service, and performance-based management. Simply put, we need to operate like a bottom-line, cost-driven enterprise. We are working to control our costs and keep a sharp eye on the taxpayers' best interest. For this reason, we are committed to giving our employees the right tools and training. We know we must do a better job in this area. When all is said and done, it's the employees of the FAA who bring the Flight Plan to life.

We Listened
We received close to a thousand comments on this year's draft plan. It took over two weeks to rack and stack these observations and suggestions. Employees submitted 80 percent of the comments, while industry and other stakeholders provided the remainder. After an intensive review process, many comments were incorporated into the Flight Plan. Numerous others became part of the plans for the individual FAA organizations.

Looking Forward
The Flight Plan is a rolling five-year plan that charts our course to 2009. Beyond the scope of the Flight Plan, our Operational Evolution Plan is a rolling 10-year effort to increase system capacity by a third. In the longer term, the Joint Planning and Development Office is a multi-agency effort to develop a national plan for aviation in 2025 and beyond. Both of these efforts are designed to meet the Flight Plan's commitment to help the system flow smoothly and meet future needs.

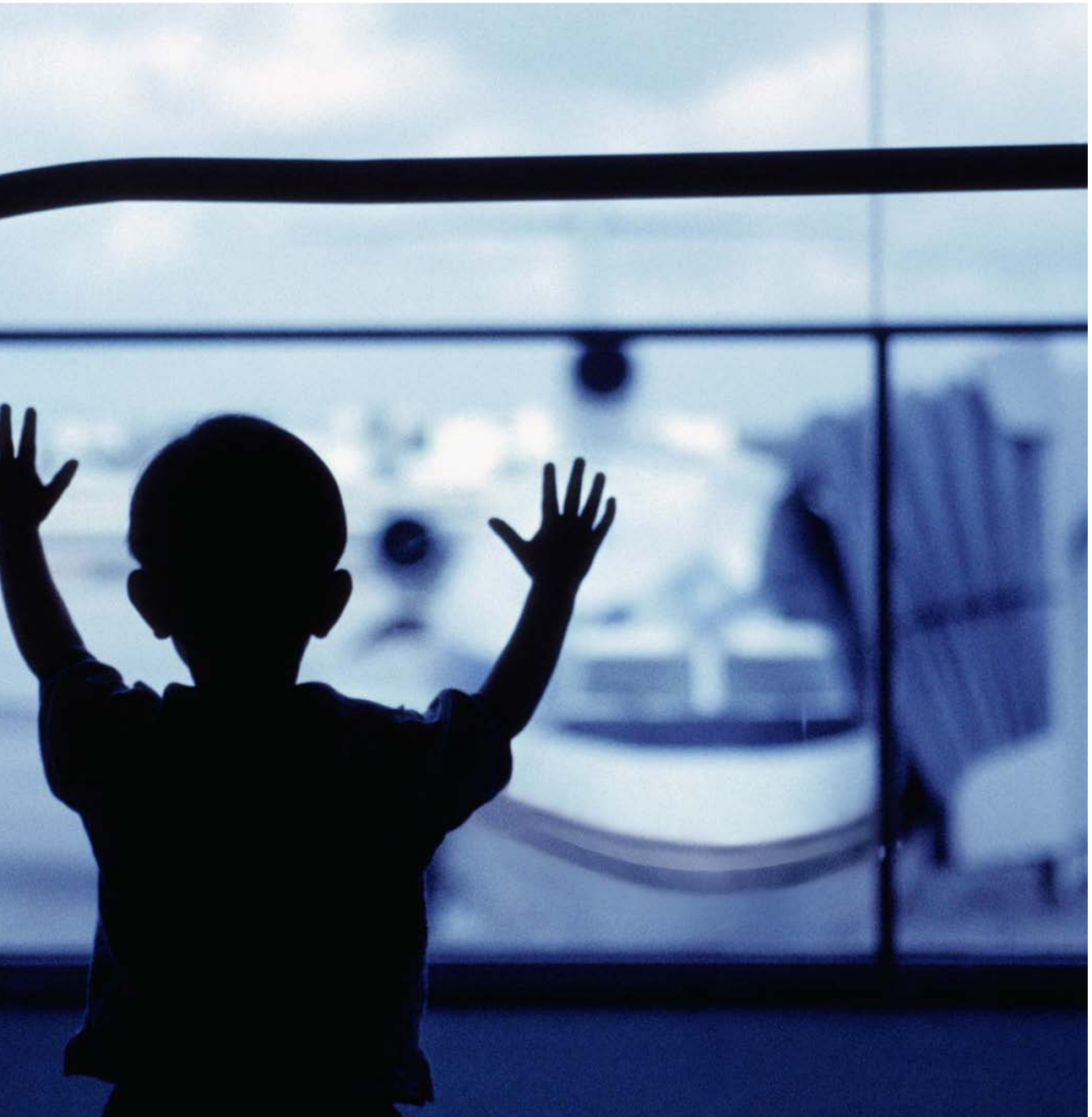
Challenging Times Ahead
The FAA and the aviation industry are facing a period of tight budgets. The Aviation Trust Fund, which provides the majority of the FAA's budget from taxes on airline tickets, fuel, and airfreight, continues to decline. Demand has slowly returned since 9/11, but increased competition has kept ticket prices down. This reduces the Trust Fund revenue. To save money, carriers are adding more midsize jets to their fleets. This affects the FAA in two ways: first, more planes mean an increased workload; second, smaller planes carry fewer passengers, which result in less Trust Fund revenue. As the agency's budgetary allotments continue to be squeezed and operating costs continue to rise, we find ourselves in the position where cost savings isn't just a good idea—it's a necessity. The agency must find savings wherever it can, yet safety can never be compromised.

Beware the mighty pen of **Rick Savage.** The Acting Manager of the Boise automated flight service station made 13 comments ranging from word choice to accidents in Alaska. He also suggested we use hyperlinks. Rick, you're an example of Organizational Excellence for all to follow. Thanks for the assist. Nicely done.



INCREASED SAFETY

Goal: To achieve the lowest possible accident rate and constantly improve safety.



Overview

Safety comes first. It's the FAA's primary mission, and our efforts are paying off. The commercial fatal accident rate is the lowest in aviation history.

How this happened is no accident. The FAA has and will continue to develop new technologies that will lower the number of accidents, while improving a safety record that's second to none. We have improved our risk management practices by collecting and analyzing data to identify problems and prevent accidents before they occur. We continue to partner with industry to reduce the commercial accident rate, improve runway safety, and extend the excellent safety record of commercial space transportation.

We made a special commitment to safety in Alaska, where heavy reliance on air transportation in an unforgiving environment had led to an unacceptably high general aviation accident rate. We targeted innovative safety solutions that reduced the number of accidents, and the results in FY 2004 show it's paid off. Success in Alaska has led to safety improvements throughout the lower 48 as well.

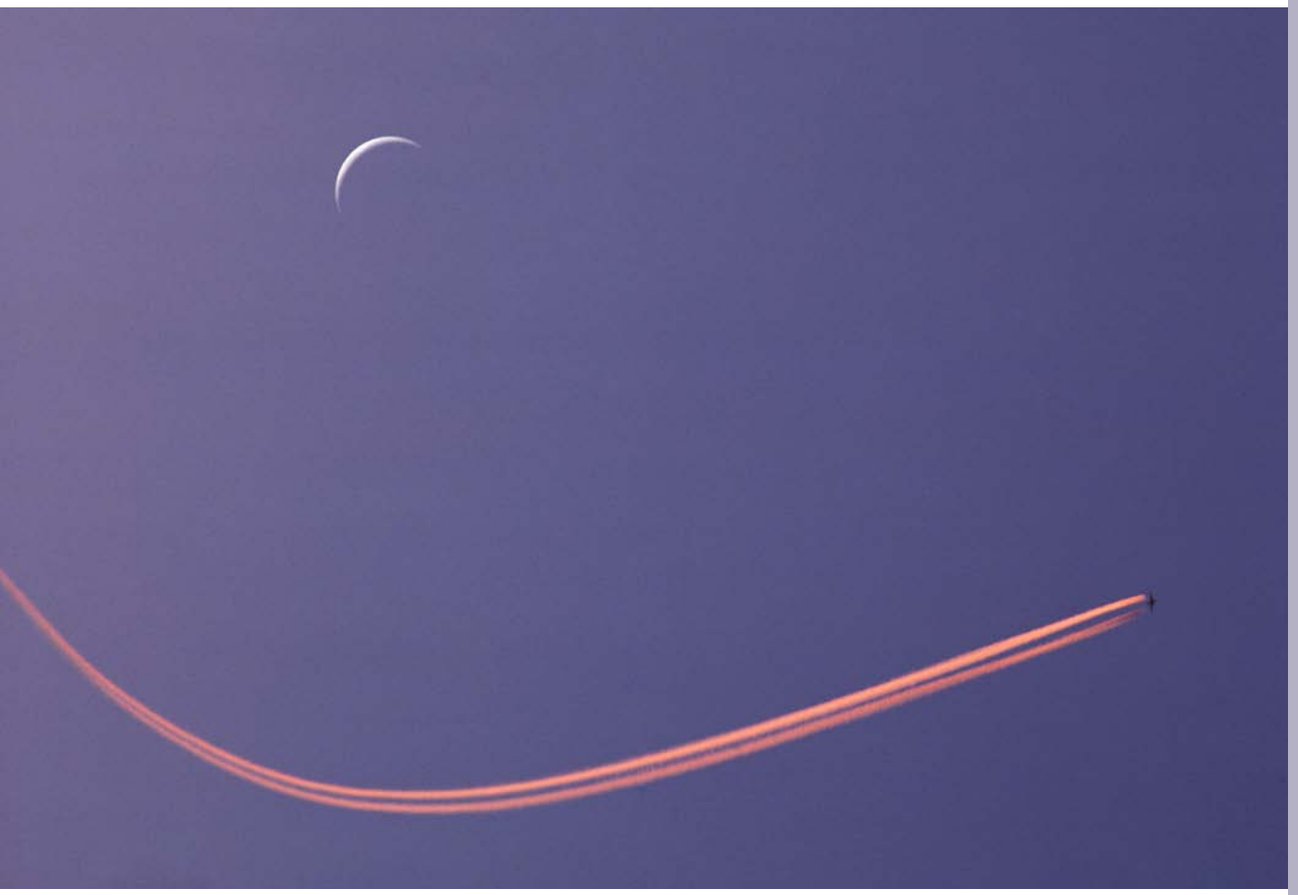
The FAA is also committed to transitioning the United States navigation system from one that is predominately ground-based to one located primarily within the aircraft itself. Through the use of onboard technology, pilots will be able to navigate aircraft to any point in the world using only geographical coordinates.

A navigational concept called Required Navigation Performance (RNP) is an important step in this direction. Because of its high degree of precision, RNP allows for more efficient use of the airspace. In addition, RNP can assist in developing stable descent approaches, increasing safety during approach and landing, including at airports where such approaches are currently not available during bad weather. Simply put, RNP will allow us to fly more planes, more efficiently, and more safely than ever before.

The FAA continues to improve its oversight of air carriers, manufacturers, and airport operations, while enforcing our safety regulations with a targeted focus on those areas that pose the greatest risk. Within the FAA, we are implementing a Safety Management System to provide a systematic and integrated method for managing the safety of air traffic control and navigation services. By the end of 2006, we will implement a prototype index to help measure the overall safety of the U.S. civil aviation industry. This safety index will measure aviation fatalities and injuries in all segments of the industry. Once finalized, it will identify trends, helping us assess the effectiveness of many of our safety initiatives and avoid accidents in the process.

The initial edition of the Flight Plan included an objective to reduce accidents and injuries caused by flight turbulence. After a year, it became apparent that these incidents were actually too few in number to serve as a major objective for the agency. The new edition of the Flight Plan no longer includes turbulence. The objective and its targets have been moved to the business plan of the agency's Office of Regulation and Certification.

The introduction of new products into the airspace system, like light sport aircraft and micro-jets as well as new technologies, such as Unmanned Aerial Vehicles, may have an impact on overall safety goals. As a result, we may need to adjust general aviation targets in the future.



Top Safety Accomplishments in FY2004

- The lowest airline fatal accident rate in the history of aviation.

- We reduced general aviation accidents, especially in Alaska. The FAA launched a number of projects to increase pilot awareness of the risks of flying in bad weather. We also deployed advanced technology to aid the pilot's ability to navigate in large parts of the state that do not have radar coverage.

- We've reduced serious runway incursions. The FAA launched pilot/controller education and awareness programs to help deal with the difficult task of navigating aircraft on the ground in heavily congested airport terminal areas.

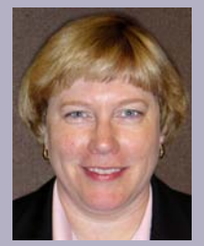
- We certified the first receiver for the Wide Area Augmentation System (WAAS). This satellite-based electronic signal helps private pilots navigate from point-to-point and then tland safely.

- We made progress implementing a Safety Management System (SMS) to manage air traffic control and navigation services throughout the U.S. SMS also ensures that all changes to the National Airspace System (NAS) with potential impact on safety are assessed and the risks are mitigated, as appropriate, before operation.

- Enacting a government rule sometimes wipes out a forest with wasted paper. Not any more. In March, the FAA held its first "virtual" public rulemaking meeting on the proposed rulemaking on national air tour safety standards. Initiating the process electronically saves time, money, and trees.

- In the emerging arena of commercial space transportation, there were no fatalities or serious injuries to the public during either launch or reentry.

Kathy Abbott is headquarters' Chief Scientific and Technical Advisor on human factors. She reminded us that human factors work goes beyond research. She's right. The agency has human factors work under way on regulatory material, criteria, and evaluation. The work she's talking about is a vital part of the Office of Regulation and Certification's business plan.



- The agency awarded the first set of FAA commercial astronaut wings to an astronaut from the private sector. On June 21, 2004, test pilot Mike Melvill successfully flew SpaceShipOne, the world's first commercial manned space vehicle. It was also the first privately funded passenger flight to leave Earth's atmosphere.

- The FAA issued two new certification requirements for light-sport aircraft, pilots, and repairmen that will make recreational flying safer, while keeping it affordable and fun.

- We worked with the general aviation community to create a final sport pilot rule that sets safety standards for the people who will now earn FAA certificates to operate more than 15,000 uncertificated ultralight-like aircraft. Another 12,000 pilots and new aircraft will be certificated over the next 10 years.

- Our new government and industry training program—known as FAA/Industrial Training Standards (FITS)—provides instructors and general aviation pilots of high performance aircraft with the skills they need for safe flight. Five aircraft manufaturers joined the program this year, bringing the total number of FITS programs to 19.

- The FAA proposed a rule allowing portable oxygen concentrators onboard commercial flights. This gives members of the public who rely on these concentrators the ability to travel by airplane.

Don Streeter, an aviation safety inspector from Washington, D.C., felt that we weren't capitalizing on the economic and safety benefits afforded by new navigation tools. We agree. We added a new initiative to expand the use of advanced navigation.

GREATER CAPACITY

Goal: Work with local governments and airspace users to provide capacity in the United States airspace system that meets projected demand in an environmentally sound manner.

Overview

Capacity is the stuff of headlines and headaches. Just as with safety, capacity is both a priority and a necessity. Getting more people and planes in the air is only half of the equation. Getting them to their destination on time is the true barometer of capacity. The problem is complex. Airlines' business plans and passenger habits help determine schedules. Rush hour in the air is similar to rush hour on the road. Everyone wants to come and go at just about the same time. Morning and evening traffic jams in aviation can cost millions in time, wasted fuel, unmet schedules, and can negatively impact the environment.

The dip in passenger traffic after 9/11 contributed to tough times for the airlines. But even in the face of these economic woes, by the summer of 2004, air traffic and passengers were back. We will continue to work with local governments and airspace users to improve the design and performance of both aircraft and ground systems to ensure that they meet the capacity demands of the future.

When all is said and done, much of this success comes down to cooperation. Earlier this year, the FAA conducted a first-ever conference, "Growth Without Gridlock," at which the airlines, the military, and private aviation groups agreed to bolster capacity and efficiency. We created "express lanes in the sky" and allowed minor delays spaced strategically across the country to avoid major delays. By 2006, the FAA, with industry, intends to create further collaborative measures that enhance on-time performance and increase our ability to predict and minimize disruptions to the system. The result will be a national aviation system that is more efficient, more cost-effective, safer, and one that meets projected demand in an environmentally sound manner.

As part of *Vision 100,* the FAA's recent reauthorization legislation, the FAA was encouraged to take an active hand in helping the system handle the resurgence in air traffic. Particularly at busy bottlenecks such as Chicago's O'Hare International Airport, the ability to ask airlines to come to the table and bring about changes in over-crowded schedules has been helpful to the agency. Just this year, the FAA achieved a seven percent reduction in flights and smoothed out the schedule at O'Hare, which helped ease congestion across the system. This is a necessary, but only short-term measure.

We're taking steps elsewhere around the country as well. The FAA is easing congestion in eight metropolitan areas, which include 22 airports. We are improving overall capacity at the nation's top 35 airports by 30 percent and working with stakeholders to build new runways and enhance access to reliever airports for general aviation operations. We are also increasing traffic coordination and communication by using new technologies.

The FAA is working to increase the number of flights at America's top airports by one percent annually. While that number may seem insignificant, it will have a tremendous impact on a national scale. While this goal is supported primarily by the placement of new runways, it's roughly equivalent to more than 500 additional takeoffs per day, at our 35 busiest airports.

Top Capacity Accomplishments in FY2004

- We opened new runways at Orlando International Airport and Houston Intercontinental Airport.

- We installed the Air Traffic Management Advisor, which smoothes the flow of high altitude aircraft into busy airports, at Hartsfield-Jackson Atlanta International Airport and Houston Intercontinental Airport.

- The FAA also supported master plan and environmental studies for capacity-enhancing projects at Ft. Lauderdale, Washington Dulles, Philadelphia, Los Angeles, and Chicago.

- We installed a system that predicts the weather for controllers, pilots, and airlines at Miami International Airport and Lambert-St. Louis International Airport

- We significantly modernized our terminal automation system by installing the Standard Terminal Automated Replacement System, known as STARS, at 10 cities (Milwukee, Cleveland, San Antonio, Boston, Columbus, Seattle, Charlotte, Daytona Beach, Kansas City, and Raleigh-Durham.)

- Responding to requests from our customers, we developed an on-line program to help pilots visualize temporary flight restrictions. Displaying accurate graphical representations of these restricted areas helps us improve safety and helps pilots avoid airspace that's off limits. Fewer violations mean we can manage the system more efficiently, while minimizing conflicts with the pilot community.

- We tested a new approach—Continuous Descent Approach—at Louisville Regional Airport. It reduces flight time and saves fuel, while minimizing noise and gaseous emissions.

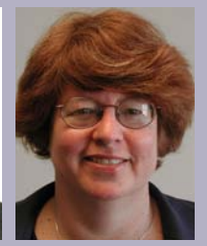
- The FAA achieved a 23 percent decrease in the number of people exposed to significant aviation noise.

- With the National Academy of Science, we started developing analytical tools to study noise and emissions. We're getting smarter at dealing with noise and emissions through new policies as well. A new FAA order was published, on schedule, that enhances our ability to inform governments and the public about our decisions that affect the environment.

- We funded noise abatement projects to benefit 12,500 citizens living near our airports.

- An analysis of U.S. commercial operations showed that U.S. commercial aircraft are burning five percent less fuel, as measured by the fuel burned per mile flown.

Circulating the draft plan for comment wasn't just a good idea. **Archie Muckle,** Special Assistant for Economic Environmental Analysis in Washington, D.C., and **Nancy LoBue,** the Deputy Assistant Administrator for Environment and Policy, both noticed that the Joint Planning and Development Office—responsible for developing a national roadmap for aviation—wasn't properly highlighted in the Flight Plan. It is now.



INTERNATIONAL LEADERSHIP

Goal: Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

Overview

Setting the standard for excellence isn't enough. We want to promote safety across the globe. The FAA's air traffic management system handles almost half of the world's air traffic. The actual numbers provide an even more compelling case. The United States certifies more than two-thirds of the world's large jet aircraft and provides direct or indirect aviation assistance to over 100 countries. Every day, 130 domestic and 118 scheduled international air carriers serve the United States. U.S. industry sets the pace for developing and implementing new technologies to create a safer, more efficient global airspace system. The United States is also the largest contributor of technical and financial support to ICAO, which represents 188 of the world's civil aviation authorities and sets the international aviation standards.

We continue to advance safety internationally by broadening our strategic partnerships, providing targeted technical assistance, and promoting harmonized safety solutions. To achieve this goal, the FAA works with aviation partners and ICAO to promote common safety standards, interoperable air traffic procedures and technologies, including RVSM, RNP, and Global Navigation Satellite Systems (GNSS). We also work with organizations, such as the European Aviation Safety Agency (EASA), to facilitate the exchange of aeronautical products, technologies, and services. We are increasing support to Asia and the Americas to help them meet the challenges of unprecedented growth. Finally, we are supporting underdeveloped aviation systems and building new systems in Iraq, Afghanistan, and Africa. Our reach extends to wherever planes fly. The FAA's ultimate objective is to ensure air travel is as safe and efficient abroad as it is at home. We're making significant progress toward making that happen.

Daniel O'Rear, Electronics Engineer, and **Donald Willis,** Manager of the Spectrum Planning & International Office, thought we were making a mistake by not featuring the World Radio Communication Conference. They were right—it's now an initiative.

Top International Leadership Accomplishments in FY2004

- We signed aviation safety agreements with Brazil, Singapore, and Iceland.
- We provided targeted technical assistance and training to 30 countries and regional aviation authorities, including Afghanistan and Iraq.
- We led ICAO's adoption of international noise and emissions standards.
- We developed and implemented a comprehensive program to support China in its effort to meet the aviation challenges brought on by its growth rate.
- We agreed with Transport Canada to sponsor an academic research center for noise and emission reduction in aviation.
- We helped Panama, Portugal, Cape Verde, and Poland to meet international aviation safety standards.
- We worked with U.S. funding agencies, such as the Agency for International Development and the Trade Development Agency to increase funding to international aviation safety programs.
- We supported the recently enacted Cape Town Treaty, which extends existing commercial finance laws to international transactions involving aircraft and aircraft engines.
- The FAA and the George Washington Consortium conducted seven International Aviation Safety and Security Summits for 48 countries.
- We developed and implemented a comprehensive program to support China's aviation safety challenges.

Give credit where credit's due. **Chris Poreda,** the Regional Counsel in Boston, wrote, "The draft does not mention… getting the Cape Town Treaty passed and ratified." Good point. We supported the Cape Town Treaty that was signed into law in August. It will extend existing commercial finance laws to international transaction involving aircraft and aircraft engines.

ORGANIZATIONAL EXCELLENCE

Goal: Ensure the success of the FAA's mission through stronger leadership, a better trained and safer workforce, enhanced cost-control measures, and improved decision-making based on reliable data.

Overview

The only way for the FAA to achieve the goals of the Flight Plan is to become a world-class organization. We must serve the public, but do it with a results-oriented approach that focuses on the taxpayers' bottom line. This will require strong leadership, performance-based management, improved fiscal responsibility, and a clearly defined focus on our customers.

The people of the FAA and the values we commit to uphold are the keys to achieving our mission. But it doesn't stop there. We are committed to eliminating barriers to equity and opportunity because fairness and diversity translate directly to the strength and productivity of the FAA. We are committed to giving our employees the tools they need to succeed. And, to operate more like a business, we've taken the step of linking employee performance to employee compensation.

A safe work environment is also critical. The last thing we want is for our employees to be injured, especially by accidents that are preventable. That's why we're implementing an Employee Safety Management System to prevent accidents before they happen.

The President's Management Agenda tasks the FAA with setting targets, measuring our performance, and being accountable for our results. This agenda also is designed to make the government more "citizen-centered, results-oriented, and market-based." To achieve these objectives, we must focus on the following seven areas:

- Strategic management of human capital;
- Competitive sourcing initiatives;
- Improved financial performance;
- Expanded electronic government;
- Budget and performance integration;
- Federal real property management; and
- Eliminating improper payments.

Human capital planning is how we employ, deploy, develop, and evaluate our workforce. Through the strategic management of human capital, we make sure we have the right people in the right places to perform effectively. Our human capital planning and measurement efforts focus on the size of our workforce and the knowledge, skills, and abilities that enable us to remain prepared for our current and future mission.

Controlling costs is essential to achieving the President's Management Agenda. Working with our employees and industry partners, we must continue to invest in programs and services that produce results, while cutting those that don't. We have established an agency-wide, cost control program and have accelerated the development of data and analytic tools that will help us make management decisions based on sound business principles. This will ensure that the projected cost efficiency and productivity investments are realized. We are also incorporating financial and business management skills in our core management training to reduce operating costs.

Dr. Dana Broach, a research psychologist from Oklahoma City, felt that staffing should be one of our goals. He cited the post-controller strike retirements as an example. We took his advice with a specific goal now included in the Organizational Excellence section.

Top Organizational Accomplishments in FY2004

- For the first time, the FAA met its annual major acquisitions goal—91 percent were on schedule and within 10 percent of budget in FY 2004. The FAA has also moved to re-baseline some programs, restructure other programs into smaller, more useful, and manageable work segments, and justify, cancel, or modify other programs based on an evaluation of benefits.

- The agency launched a cost accounting system to eliminate unnecessary spending and provide cost data to make better, more business-like decisions.

- We're changing how we communicate. In June 2004, the American Customer Satisfaction Index cited the FAA website as one of the two most improved in government, and we have launched a major internal communications initiative.

- The FAA is becoming more efficient by consolidating personnel transaction processing and records maintenance from 12 separate sites into three locations.

- We launched a new FAA careers' website, *www.faa.gov/jobs/index.cfm,* and we've also conducted recruitment outreach efforts to minorities and people with disabilities. Overall, the agency conducted 70 recruitment efforts to strengthen employee diversity.

- We're opening an Early Dispute Resolution Center. Employee issues will be addressed and resolved more quickly at a substantial savings to the taxpayer.

- We cut worker's compensation costs by $2.9 million.

- We continue to achieve ISO 9000 accreditation throughout the agency. ISO 9000 is recognized as the international standard for quality assurance. Our logistics, acquisition, instruction, and flight maintenance teams at the Aeronautical Center continue to operate at ISO 9000 levels. Our Flight Standards service in Washington, D.C., received ISO 9000 accreditation for rigorous management and auditing procedures.

- To ensure consistency in dealing with customers across the country, we successfully implemented a service feedback initiative for pilots and airlines.

With all the talk of aviation safety, we failed to highlight our work on employee safety and what we're doing about it. **Scott Berglund,** Regional Program Manager for the Environment and Safety in Alaska, **Edward Connell,** Program Manager for Environment, Safety and Health in Oklahoma City, and **Victoria Hershiser,** an Occupational Safety Specialist in Washington, D.C., all said we need to focus more on employee safety. They're right. We added it as a goal, strategy, and an initiative. "We cannot attain world class status without it," Hershiser said. Our employee safety management system is designed to prevent accidents before they happen.



ACRONYMS

Photo GA-ASI/Alan Wade

AMASS Airport Movement Area Safety System

ASDE-X Airport Surface Detection Equipment-Model X

ASAP Aviation Safety Action Program

CAS Cost Accounting System

CAST Commercial Aviation Safety Team

DOT Department of Transportation

EASA European Aviation Safety Agency

FITS FAA/Industrial Training Standards

FOQA Flight Operational Quality Assurance

FY Fiscal Year

GNSS Global Navigation Satellite System

ICAO International Civil Aviation Organization

JSC Joint Safety Committee

LDR Labor Distribution Reporting System

NAS National Airspace System

OEP Operational Evolution Plan

RNAV Area Navigation

RNP Required Navigation Performance

RVSM Reduced Vertical Separation Minimum

SMS Safety Management System

WAAS Wide Area Augmentation System

Hot air balloons light up the evening skies of New Mexico. Pilots from around the globe take part in a "Balloon Glow" at the Albuquerque International Balloon Fiesta. Photo © 2004 Matt Davidson/Look Around Media, LLC

Acknowledgments

This Flight Plan is the result of the hard work and sustained commitment of everyone involved in the planning process. We would like to acknowledge and convey our sincere thanks to all of our employees, Members of Congress and their staff, our industry partners, and stakeholders.